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ABSTRACT

The Workforce Development Center (WDC), in Waukesha County, Wisconsin, is a cooperative effort of nine public and private agencies, including the Wisconsin Job Service, the Private Industry Council, and Waukesha County Technical College (WCTC), to provide integrated employment services to area citizens and employers. Located on the WCTC campus, the center provides services for employment seekers, including counseling, occupational assessment, education and training, employment search assistance, and child care, as well for area employers, such as business development services, available interview and meeting rooms, management training, and banking services. The WDC began operation in January 1995; is currently staffed by 110 employees from the 9 agencies; and is responding to more than 150 customers daily, not counting students. Technology utilized by the Center includes a local area network, a link to the Wisconsin JobNet network for direct entry of intake information by clients, and a custom microcomputer-based tracking system for Center clients. The WDC expects to reduce the time and cost of public dependency for area residents and taxpayers through meaningful employment of participants. Appendixes include a planning and implementation time line, a table of budgeted and actual costs, addresses of three contact people, outcomes data for 1995, and a building sketch and floor plan of the Center. (TGI)

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WORKFORCE DEVELOPMENT CENTER

WAUKESHA COUNTY, WISCONSIN

Where People and Jobs Connect

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BEYOND "ONE-STOP" SHOPPING

An Integrated Service Delivery System
for
Job Seekers and Employers

By Richard T. Anderson, Ed.D.
January 1996

JC 960 058

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WORKFORCE DEVELOPMENT CENTER
WAUKESHA COUNTY, WISCONSIN

EXECUTIVE SUMMARY

The Workforce Development Center (WDC) is a "first" in the nation where nine agencies have come together at a single location designed to offer a case management approach in order to serve customers. It is the goal of the WDC to develop a unified data collection and processing system with the potential to activate a Centerwide client tracking system. Customers have ready access to integrated services for career information, counseling, occupational assessment, education and training, employment, business financing, location assistance, and the support services provided by the agencies.

The WDC produces a:

- ♦Shortened time and reduced cost of public dependency for area residents and taxpayers through the meaningful employment of participants
- ♦Career information and counseling service to K-12 students and the public
- ♦Process for employers that broadens access to future workers

The WDC staff and services are primarily committed to expand and nurture collaborative services for these groups:

- ♦Students--K-12 and college students
- ♦Unemployed and the underemployed job seekers--13,000 clients served by the agencies last year
- ♦Employers--to match future workers with future employers

Partnered agencies are:

Wisconsin Job Service
Private Industry Council, Inc.
Waukesha County Economic Development Corporation
*La Casa de Esperanza
Waukesha County Technical College
*Kaiser Group
Partners For Education
Waukesha County Department of Health & Human Services
*AFL-CIO

*Subcontracting agencies

The WDC Management Team consists of directors of WCTC, Job Service, PIC, Partners, DHHS, and WCEDC. The management team uses consensus management for decision making. The operations manager and the administrative assistant report to this team.

The WDC facility was financed, built, and is owned by the WCTC Foundation. The facility is:

- ♦30,800 square feet in size
- ♦The home to approximately 110 professional and support staff from nine agencies and organizations
- ♦Estimated at a cost of $2.6 million for construction equipment (fixed and movable--including computers) site work and parking (site donated by WCTC).

LOCATION: The Center is located on the campus of the Waukesha County Technical College in Pewaukee, Wisconsin 53072. Telephone: (414) 695-7800.

A TEAM APPROACH

The single most important aspect of the WDC is the synergy gained through combining staff from nine different entities into one comprehensive service provided at a common location. Customers gain the advantage of visiting the WDC rather than sorting through multiple service providers. The WDC provides an integrated, customer-focus outcome rather than a segmented outcome, which often results in previously unknown service options for the individual. Services are being provided to our customers in an effective and efficient manner.

This synergy grew out of the recognition of the need to overcome the lack of trust and resistance of the diverse service providers. These and other constraints were overcome through an organizational leadership formula that began with "shared vision" enumerated by a *Memorandum of Understanding* and the development of a common Mission Statement and shared Objectives. To avoid organizational chaos that can result from combining operations of different entities, open sharing of information was extremely important to proactively deal with common concerns, constraints and problems on a timely basis. "Open information systems" were developed incorporating current computer networking for interactive sharing and using of information. More "collaborative relationships" resulted from the sharing of information and a common vision.

Through the synergy developed from a shared vision, open information systems and collaborative relations, the WDC has given customers seamless, one-stop service and has become a model some have begun to use as a benchmark.

All agencies and organizations greatly appreciate and acknowledge the combined efforts of all the Boards of Directors, forward-thinking management and dedicated staff of the collaborative agencies and organizations for their support and vision in planning, financing, and implementing the development of the Workforce Development Center. It has been acknowledged that this project could not have been implemented without the collaboration of the WCTC Foundation.

WORKFORCE DEVELOPMENT CENTER
WAUKESHA COUNTY, WISCONSIN

CREATING A VISION

In December 1991, an initial discussion began concerning the development of a job center for Waukesha County involving Wisconsin Job Service, Private Industry Council - JTPA - (Waukesha-Ozaukee-Washington counties Service Delivery Area--SDA--) and Waukesha County Technical College. In spring 1992, more agencies became involved. Most importantly, Daniel M. Finley, Waukesha County Executive, (highest ranking local elected official) joined the discussions. He provided public endorsement of the need and staff support and resources for a new way to organize the workforce development process. Another key person was Richard T. Anderson, Ed.D., President, Waukesha County Technical College, who brought the organizational vision and staff support to the process. At the Economic Summit in August 1992, it was recognized that more was needed more than a job center; hence the vision was created and the name "Workforce Development Center" evolved.

The Management Team, charged with the development and implementation of the innovation, consisted of the following agencies: Waukesha County Technical College; Waukesha County Department of Health and Human Services; Wisconsin Job Service; Waukesha County Economic Development Corporation; Partners For Education; Waukesha-Ozaukee-Washington (WOW) Private Industry Council. Other agencies involved later in the development of services were: Kaiser Group, La Casa de Esperanza, and AFL-CIO.

Waukesha County Executive Daniel M. Finley is to be credited for his vision and determination in making the WDC a reality. Under his leadership, beginning in fall 1992, the involved agencies worked past issues of turfism, distrust, and self-focus. A renewed direction toward a common mission and customer service began an exciting process of the establishment of service delivery goals and facility plan.

With the assistance of a $70,000 planning grant proposed by the County Executive and appropriated by the Waukesha County Board of Supervisors, the planning process

continued with the help of a consultant and architects. Biweekly meetings of the agency heads facilitated by the County Executive's Executive Assistant kept the process moving. Regular input and feedback from customers and employers were critical in keeping communication lines open and the fear of change to a minimum. Several focus groups were formed during the initial planning stages and asked to generate a list of services the Workforce Development Center should offer to employment seekers, employers and community organizations. The following two lists of suggested services were compiled. As you will see in the continuing progress of planning, not all services were developed for delivery in the Center for varying reasons; however, those services not included as part of the WDC mission have been adopted by other groups for action.

SUGGESTED SERVICES FOR EMPLOYMENT SEEKERS

*Recruitment, Intake and Case Management
*Economic Support Services
*Dislocated Worker Services
*Unemployment Compensation
*Job Listings
*Job Seekers' Support Services
*Assessment Services (fee paid and grant supported)
*Career Education and Vocational Exploration for Adults and Youth
*Basic Skills Education including GED, HSED and ESL
*Work Experience and On-the-Job Training Opportunities
*Placement and Employment Services
*Social Service Occupations Internship Site
*Food Service Training Site
*Custodial Services Training Site
*Clerical Training Site
*Veterans Services
*Drop-in Child Care Services for Customers

SUGGESTED SERVICES FOR EMPLOYERS AND COMMUNITY ORGANIZATIONS

*Business Development Services
    -Pre-Screening and Qualifications of Job Seekers
    -Labor Force Demographics for SE Wisconsin
    -Professional Skills Bank
    -Process for training new or existing employees

*Employee/Employer Interview Rooms
*Management, Supervisory/QI Training
*Economic Development Office and Liaison

- *Classrooms available for Business Training
- *Business Incubator
- *Teleconference Center (with satellite downlink)
- *Community Organization Meeting Rooms
- *Conference Center with Multi-media Capabilities
- *Auditorium with Stage and Dressing Rooms
- *Health Center (indoor/outdoor, jogging and exercise equipment)
- *Health Occupations Research Institute
- *Social Services Professions Training Site
- *Community Youth Activities Center
- *Restaurant/Cafeteria
- *Office Suites for Commercial Enterprises
- *Retail Stores
- *Banking Services

Transportation and affordable housing were critical issues identified by all groups.

THE CHALLENGE AHEAD

The challenge of the Workforce Development Center (WDC) was to be on the leading edge of collaborative program coordination and the use of technology. Its purpose was to advance the economic well-being of the region by developing and maintaining a quality workforce and to serve as the focal point for local and regional workforce development initiatives. This would be achieved through the co-location and integration of employment, training, education and economic development services for job seekers, workers and employers. It has as its strength a design that will transcend the barriers that traditionally hinder the development of customer-friendly services. The very rudimentary principle guiding its design was to replace segregated and inefficient systems with efficient and integrated ones, thus providing a "seamless" and responsive system for its customers. The participating agencies have on a combined basis, more than $5,000,000 in federal job training revenues available in the county and much of it was currently operating in parallel and duplicative planning and service delivery systems. State and local revenue for these purposes was more than $50,000,000. The Workforce Development Center integrates these services into a system streamlined to meet customer needs and to serve the community in a cost-efficient manner utilizing technology as appropriate.

GUIDING GOALS

The Center's Management Team established hefty objectives as it set out to make the Center a reality. These were their goals:

- To achieve high quality employment and training services for residents and employers of Waukesha County, wherein area employers can avail themselves of a pre-qualified and trained workforce.
- To establish a process of joint planning and management of multiple employment and training systems that will result in an integrated and effective utilization of available resources.
- To develop a comprehensive and centralized data base of program services, job applicants, employers, job openings and regional training opportunities that will be a valuable information source for job seekers and employers and that will assist the integration of planning and services.
- To collaborate on and enhance current economic development activities and business/education partnerships within the County, in order to provide a full spectrum of economic development services.
- To strengthen the bond between Waukesha County's economic development and employment and training programs by continual communication and coordination between the public and private sectors.
- To meet participants' temporary economic and support service needs and to strengthen the connection between economic assistance and preparation for work-related self-sufficiency.
- To assist employers in meeting their present and future workforce needs.
- To empower job seekers to actively achieve long-term, economic self-sufficiency.
- To deliver necessary services in the most cost-effective and efficient manner possible.

MEMORANDUM OF UNDERSTANDING

In December 1992, local, state and federal agencies responsible for employment, training, economic assistance and economic development services signed a joint Memorandum of Understanding for a Workforce Development Center. They agreed to better serve their mutual customers, both job seekers and employers, and adopted as its purpose:

> The Workforce Development Center shall advance the economic well-being of the region by developing and maintaining a quality workforce and by serving as the focal point for local and regional workforce development initiatives. This is to be achieved through the co-location and integration of employment, training, education and economic development services for job seekers, workers and employers.

The planning team quickly realized that in order to provide a well-trained workforce for the future, the K-12 schools would play a vital role in ensuring that Tech Prep and Youth Apprenticeship programs were operating in every one of the 12 area school districts.

TYPE OF CLIENTS SERVED

The management team looked at the County's current economic assistance programs and determined that in order to achieve local success and enhance the image of the Workforce Development Center as a center that welcomes all citizens, it was necessary to identify able-bodied recipients from non-able bodied. All economic assistance programs from intake to completion for able-bodied residents would be accomplished at the Workforce Development Center. Non-able bodied citizens would continue to receive services at the Waukesha County Department of Health and Human Services. Because of the integrated functions of the Center, customers are only aware of one thing when they walk in the front door--all people with whom they come in contact at the Center are like them--somewhere on the road to employment, and they wear no pre-determined label. Economic assistance is being redefined as "only temporary assistance necessary for a person's quest for self-sufficiency." This has created an environment that welcomes a wide diversity of people who are respected and empowered to dream and accomplish their goals.

A person applying for economic assistance at the Center is exposed to all of the necessary resources to help him/her get back into the workforce. A goal of the WDC is to develop a Centerwide management information system--with a local Community Development Block Grant--which allows all Center staff, regardless of agency affiliation, to share non-privileged customer information which allows for seamless, user-friendly program delivery between agencies. Kaiser Group, which is a private-for-profit, contract agency jointly funded by the Waukesha County Department of Health and Human Services, and the WOW Private Industry Council is located in the Center and provides the case management and placement service component for able-bodied General Relief recipients, Job Opportunity and Basic Skills (JOBS) and Job Training Partnership Act (JTPA) clients. A decision was made to issue a joint RFP for JTPA and JOBS services for the WDC. As a result, one service provider was selected--Kaiser Group.

Services the Center provides are: career counseling, a full line of assessment tools, economic assistance for able-bodied recipients, on-site child care, labor market information, economic development and employer services, interview rooms, and job openings.

The Workforce Development Center is different from other job centers throughout the nation. Agencies perform their responsibilities and functions in an integrated manner thereby creating an environment where all people, regardless of where they are on the employment continuum, can receive friendly, high quality services. Whether a citizen has never been employed, is unemployed, underemployed, or laid off, the Center is the one place he/she needs to go in order to achieve self-sufficiency and accomplish his/her dream.

WORKFORCE NEEDS FOR THE 21ST CENTURY

Issues toward insuring an excellent workforce for the 21st Century were identified as:

- Developing essential skills for new workforce entrants
- Offering cultural diversity training
- Creating an awareness of strong work ethics
- Providing child care
- Displaying regional cooperation
- Making available housing and transportation
- Delivering temporary support services
- Supplying job search assistance--job/applicant matching
- Maintaining career counseling/testing/assessment

Each agency has agreed to take a lead responsibility in a particular area in the Center, for example:

- Wisconsin Job Service is staffing the self-service job information, the reception areas, and the job order services unit.

- WOW Private Industry Council is providing a variety of administrative services including the development of a common computer information system and coordinating a unified marketing approach to area businesses.

- Waukesha County Department of Health and Human Services is coordinating services to able-bodied public assistance recipients.

- Waukesha County Technical College is providing services for career assessment, classroom training activities, and facilities management.

- Waukesha County Economic Development Corporation is contacting businesses regarding a broad array of business development services focused on retaining and attracting companies in Waukesha County.

- Partners For Education is coordinating Center interaction with area secondary schools and businesses.

- Kaiser Group, La Casa de Esperanza, and the AFL-CIO are contracted to provide specialized services to targeted populations.

This innovative approach to providing a seamless service to all customers in the workforce--be they employers, employees, or those somewhere in the job seeking process--will find the Workforce Development Center provides all the key players readily available to deliver "one-stop" services in the following areas:

- Career counseling
- Group job search activities
- Financial assistance for unmet needs
- Unified marketing to area businesses
- Assistance to new or growing businesses
- Temporary child care
- Skill assessment
- On-line list of available jobs
- Job referrals
- Referrals to training opportunities
- Analysis of skills used in specific jobs
- Incentives to employers for training
- Technical assistance to area employers
- School-to-work linkages
- Labor market information

CONSTRAINTS

Many constraints and obstacles existed in bringing the Workforce Development Center to fruition. Identifying both constraints and obstacles was easier due to regularly scheduled meetings of the Management Team and direct access, when needed, to County Executive Daniel M. Finley or WCTC President, Dr. Richard T. Anderson, or to Secretary Carol Skornicka of the State Department, Industry, Labor and Human Relations.

Lack of precedence may be cited as the most frequently recognized constraint. As a "first time" and original project, the fact that such agreements had never before been entered into by the involved agencies contributed to a sense of caution. In some cases, the agencies had not ever dealt with each other and, in others, the dealings between them had been self-focused or at odds. In addition, various financial and operational risks of the project were not clearly defined until they were uncovered during negotiations.

The lack of precedence was an underlying reason for the shortage of trust encountered during the early phases of the project. The cross purposes of past programs or agency goals complicated negotiations. The shortage of trust was overcome by the basic agreement that the project parameters worked for everyone or they worked for no one. At each major stage of negotiations the agencies involved were informed and given the opportunity for feedback, which was then taken into consideration for negotiations at the next phase.

SITE SELECTION

The Workforce Development Center Management Team considered many factors during the site selection process. A consultant was hired with County funds to identify potential sites. Existing facilities, as well as new facilities, were options to be considered. The major criteria developed for the location selection process included the following:

- ♦Near Interstate 94 transportation corridor with existing or a logical extension of public transportation.
- ♦Proximity to Waukesha and Milwaukee (population center) labor force.
- ♦"Neutral" site outside major city locations.
- ♦Site providing visibility and positive image.

The evaluative criteria considered in the site selection process were:

- ♦Size of parcel
- ♦Land/topography
- ♦Existing improvements
- ♦Existing vegetation
- ♦Architectural controls
- ♦Publication transportation
- ♦Land cost
- ♦Visibility
- ♦Soil conditions
- ♦Utility availability
- ♦Surrounding uses/image
- ♦Access
- ♦Parking
- ♦New construction or remodeling cost

After reviewing a multitude of potential sites, three sites were selected for detailed analysis by the firm of Plunkett Raysich Architects. These sites were:

- ♦Wisconsin Park Site - I94 and WI 164 - Town of Pewaukee - Utility owned.
- ♦Northview Nursing Home Site - CTH T and Northview Road - Waukesha - County owned.
- ♦Waukesha County Technical College Campus Site - Highway 16 - Village of Pewaukee - College owned.

All identified existing buildings were rejected due to cost, suitability or problems with adaptation for use.

Waukesha County Technical College offered a proposal to make new construction a viable alternative. Land on the perimeter of the WCTC campus meeting the location criteria was proposed at no cost to the project. To make the final lease cost affordable to all parties involved in the Workforce Development Center programming, both the County and WCTC would each pursue a $500,000 investment in the project. Additionally, WCTC offered to maintain the roads and grounds at the campus site.

Based on the data supplied by the consultant, the Management Team selected the WCTC site as the site that best met the needs of the composite organization.

With a $500,000 program grant unanimously approved by the Waukesha County Board of Supervisors and a similar $500,000 program grant made by the Waukesha County Technical College Board of Trustees, the Center moved from planning to reality. (See Appendix A for WDC time line.)

When the WCTC site was selected, the issue of building ownership and construction came to the forefront. Waukesha County Technical College was precluded from owning or capitalizing more than $500,000 in value without having public permission through a long and risky referendum process. The County's and State's interest was to participate in programming, not in ownership of a facility. Therefore, tax-exempt financing was explored as well as other avenues. The project did not qualify for industrial revenue bond financing. Discussions regarding a tax-exempt loan with representatives from Sallie Mae (Student Loan Marketing Association) did not generate interest. The use of tax-exempt financing would also have limited potential lease options due to private activity restrictions.

The Aaa bond rating of both the County and WCTC and the State's (Aa) provided the necessary financial security for the lender. In order to combine both facility costs and some operating costs into a single package, a very unique leasing arrangement was developed. Assignable master leases were written for ten years with one ten-year option to renew. An initial annual per square lease rate of $11 was approved. The lease rate included $6 for capital costs and $4 per square foot for heat and air conditioning, sewer, water, electricity, fire alarms, security systems, janitorial services, consumable materials, maintenance and mechanical, electrical, structural, plumbing, painting, exterior maintenance, trash disposal, and funds for shared costs. These costs would all be adjusted annually based upon a consumer price index escalator clause. An additional $1 per square foot would provide funding for staff providing day-to-day building operational services, shared reception activities, and management information support. In order to enhance the pre-move planning, the agencies agreed to naming the County's JOBS (Job Opportunity/Basic Skills) Coordinator as the Operations Manager and the facilitator of the management team's ongoing efforts. His increased duties were paid jointly by all agencies through their lease arrangements.

A conventional mortgage-type loan supported by a lease rate affordable to the agency tenants was pursued.

During the month of March, ten-year leases were signed.

- On March 23, 1994, the WCTC Foundation signed a ten-year lease with the State of Wisconsin to lease 5,334 square feet to them with lease payments to begin on January 1, 1995, for $11 per square foot annually plus an add-on cost for the capitalization of furniture. This lease was renewable for two additional five-year terms.

♦On March 25, 1994, the WCTC Foundation signed a ten-year lease with WCTC for 15,361 square feet of space with lease payments beginning on January 1, 1995, for $11 per square foot annually. This lease is renewable for two additional five-year terms. At the end of the twenty year period, WCTC will buy the building from the WCTC Foundation for $1.

♦On March 28, 1994, the WCTC Foundation signed a ten-year lease with Waukesha County for 10,097 square feet of space with lease payments beginning on January 1, 1995, for $11 per square foot annually. This lease was renewable for one additional ten-year period.

♦On April 11, 1994, the WCTC Foundation was able to obtain a construction loan from Firstar Bank whereby it was able to obtain advances up to $1,400,000 for the construction of the Workforce Development Center. These advances would be available up to March 1, 1995, at which point the construction loan would be switched to a term note upon the completion of the project to the bank's satisfaction.

♦On February 1, 1995, Firstar converted the construction loan into a term note payable for $1,355,000 with the first payment starting March 1, 1995. This note was for ten years at 7% interest using the building as collateral and including the assignment of the lessor's interest in the leases as a guarantee of payment. Monthly payments would be $15,732.70.

Agency	Square Footage	Rental Costs	Operational Costs	Management Costs	Total Costs
Waukesha County Department of Health and Human Services	10,097	$ 60,582	$ 40,388	$ 10,097	$111,067
Waukesha County Technical College	15,361	$ 92,166	$ 61,444	$ 15,361	$168,971
State of Wisconsin	5,334	$ 32,004	$ 21,336	$ 5,334	$ 58,674
Total	30,792	$184,752	$123,168	$ 30,792	$338,712

The above costs are annual costs for the three major tenants. Each of these agencies send a check for one-twelfth of the total cost for their agency to the WCTC Foundation monthly.

On a quarterly basis (March 15, June 15, September 15, and December 15), the WCTC Foundation issues a check for one-fourth of the total operational costs of $123,168 to WCTC to reimburse them for the costs of facility operations for the Center. On a quarterly basis the WCTC Foundation issues a check in the amount of $30,792 payable to the Private Industry Council for management costs.

All master leases were approved by the appropriate oversight bodies, including the State of Wisconsin through its Building Commission, the Waukesha County Technical College Board of Trustees, and the Waukesha County Board of Supervisors.

The WCTC Foundation was the best organization to lease the land from Waukesha County Technical College because its sole mission is to help the College achieve its goals and thus no potential for conflict of interest existed. The Board of Trustees of the Foundation responded positively to a request from WCTC to lease the land, construct the building, and provide ownership of the building on behalf of the agencies involved.

In the early phases of lease negotiations, the various policies and procedures of the major tenants were compounded by the need for approval from oversight bodies. Waukesha County negotiations were shaped by the need to obtain County Board of Supervisor approval. Job Service of Wisconsin's position was dictated by the State of Wisconsin Department of Administration. Waukesha County Technical College was required to get approval from the Wisconsin Technical College System Board of Trustees. The WCTC Foundation position had to be approved by its Board of Trustees. In addition, each of the agencies subletting space needed to have their negotiations approved by their Board of Trustees. In all, six agencies were subleases formed after the master leases were signed between the WCTC Foundation and the three major tenants: Waukesha County, WCTC, and the State of Wisconsin. The WCTC Vice President for College Development coordinated all leasing and financing activities.

In order to make the project work for all agencies, the Foundation Board accepted the principle of ownership without risk and without return. Thus, leases were ultimately structured such that risk of breach was minimized and passed on to the College and the County. The County, WCTC, and the State would serve as master leaseholders with the County and WCTC subleasing to the other partners in the project.

The WDC facility--financed, built and owned by the WCTC Foundation--is:

- ♦30,800 square feet in size;
- ♦The home to approximately 110 professional and support staff from nine agencies and organizations;
- ♦Estimated at a cost of $2.6 million for construction, fixed and movable equipment (including computers), site work and parking (site donated by WCTC).

The WDC is located in Waukesha County in southeastern Wisconsin, immediately west of Milwaukee County. With a population growth rate of 7.3% in the 1980's and labor force growth of 29.95% between August 1985 and August 1995, Waukesha County has been one of the fastest growing counties in the state. Its total population is currently over 325,000 and the total labor force is 190,900. More importantly, the number of jobs has increased by 50.1% in the 1980s to 187,000, reflecting the rapid expansion of employers moving into the county. The number of businesses in the county has increased to 10,823. Because of this rapid growth, employers are projected to have a continuing problem with an inadequate supply of entry-level and skilled workers available to them. The county has several population centers ranging from suburban and urban to rural in nature. Over 50 industrial parks are located throughout the county, including the largest in the state.

OPENING THE CENTER

The Workforce Development Center opened its doors in January, 1995. It is staffed by nine agencies consisting of 110 employees who are already responding to more than 150 customers daily, not counting students. This number is expected to double by the end of this year. The following is interesting data about the Center's activities as staff help customers in need of economic, employment and educational assistance. (See Appendixes D and E for data on services.)

- ◻ Customers are accessing economic assistance service, employment and career assessment planning opportunities, internships and placement through WDC.
- ◻ Fifty percent of first-time and scheduled "in-person" daily contacts are with case managers.
- ◻ The Job Information Center estimates serving in excess of 100 individuals daily and providing customer access to over 2,000 active job openings using the new interactive touch-screen computer system, JobNet.
- ◻ Two dozen--plus--people are accessing the Community Career Center's resources on a daily basis, as the Center staff provides assessment and planning workshops mornings, afternoons and evenings.
- ◻ Nearly 400 people have participated in career assessment and life/work planning workshops.

- Coop and EOC staff experience employer job orders ranging between 350 and 400 orders monthly.
- EOC job matching utilizes the computerized mail-out system topping 2,000 jobs per month with availability of service to students seeking Coop and EOC information.

This approach to assisting all players in Waukesha County's workforce is exciting, innovative and drawing national interest as a model.

WCTC and all the agencies are proud of this new collaborative effort and affiliation with the recently opened Workforce Development Center. This Center is a "first" in the nation where major agencies have come together at a single location and offer a case management approach with a unified data collection and processing system in order to service customers.

Several aspects to the generation of cost savings can be predicted for the future. Agencies have co-mingled staff duties and evaluated areas where duplication can be alleviated in providing services, collecting information and delivering needed services. This savings will evolve as agencies experience a need to tighten up resources due to less aid and grants. It just makes good sense to work with others to see how those dollars can best be used. Savings can also be realized by the users of the Center since they spend less time going from building-to-building and agency-to-agency to accomplish the multi-tasked process of finding help. Users can get into the system more rapidly, find work faster, access a greater pool of information and seek out training quicker, thus turning around the unemployment situation faster. This, in turn, saves money for governments and taxpayers by accelerating the intake process and addressing the needs of citizens in an efficient and effective way.

We believe the WDC will:

- ♦Shorten the time and cost of public dependency for area residents and taxpayers through meaningful employment of participants
- ♦Provide career information and counseling to K-12 students that is not now available
- ♦Provide employers with broadened access to future workers

The WDC staff and services are primarily committed to expand and nurture collaborative services for these groups:

- ♦K-12 school students and staff
- ♦Unemployed and the underemployed job seekers (13,000 clients served by the agencies last year)
- ♦Employers

All agencies and organizations are part of a team approach to success. They greatly appreciate and acknowledge the combined efforts of all the Boards of Trustees, forward-thinking management and dedicated staff of the collaborative agencies and organizations for their support and vision in planning, financing and implementing the development of the Workforce Development Center. This project could not have been implemented without the collaboration of the WCTC Foundation.

TECHNOLOGY

Those doing the initial planning for the Workforce Development Center realized that the overall effectiveness of the staff of all agencies moving into the Center would be greatly increased if the staff could share common computer systems and technology. Therefore, the Center was set up with a computer system and a voice mail system. The Internet is accessible through the College.

The participating agencies have used this opportunity to obtain microcomputers for almost all the staff at the Center in order to provide the easiest possible access to multiple systems and the software needed to do their jobs in the most effective, modern way. Many of these staff only used mainframe terminal units or had no computer access at their previous sites.

Besides equipping all staff with microcomputer units, several other technology innovations were included in the design of the Center. They were:

- A single local area network serves all microcomputer users. This network, in turn, resides on the Waukesha County Technical College (WCTC) "backbone."
- All staff share access to common network functions such as word processing, spreadsheet, electronic mail, calendaring, etc. The calendaring ability should prove especially useful as clients are scheduled for appointments across multiple agencies.
- A State of Wisconsin system, JobNet, allows for direct entry of intake information by clients.
- A custom microcomputer-based system tracking of Center clients.
- Access to various State of Wisconsin mainframe systems (i.e. CARES system used by County staff for AFDC processing, statewide Job Service systems, etc.) used by several agencies is made available through a gateway running of the network. This allows staff to access mainframe functions without a need for a separate mainframe terminal.
- In order to provide high speed access for County staff at the Center to the County's computer systems, the WCTC network is linked to the Waukesha County network using a spread spectrum radio technology link which spans the roughly three mile distance between WCTC and the County Courthouse.
- All agencies share a single phone and voice mail system.

The agencies working together on the Workforce Development Center cooperated in setting up the information technology use in these ways:

- ♦WCTC sponsors the computer network infrastructure for the Center and, as part of this service, provides a single Novell file server for use by all staff.
- ♦Waukesha County worked with the Wisconsin Job Service Office to install the gateway to the State's mainframe systems which are used by several agencies.
- ♦The Private Industry Council developed the customized client tracking system.
- ♦Wisconsin Job Service made their experimental client intake system and the primary job order system, JobNet, available for use at the Center.
- ♦WCTC sponsored construction of the Center facility which includes a common cabling for computer and telephone communication.
- ♦The Private Industry Council and other agencies work in cooperation to provide ongoing support of technology use.

The size and cost of the project was reduced through operational efficiencies and through use of state or federal grants. The Private Industry Council received $50,000 in federal block grant funds to develop a centralized information system that would integrate workforce development activities and labor market information of agencies and of applicants.

The Center includes a common reception area, a career assessment area, classroom space for training and group activities, a job information area, a child drop-off facility for temporary use by parents in need of services, space for employer interviews and seminars, common staff meeting rooms, and space jointly used for mailing, copying, and other administrative functions. Individual work stations are arranged on a functional basis so that staff from various agencies can work together on similar tasks.

Waukesha County originally provided the "operations manager" by using pooled money from the participating Workforce Development Center agencies to increase an existing position's salary to provide operations management duties. Presently, the operations manager position has been upgraded to full time and is now part of the Economic Development staff. Funding for this position continues to come through the WCTC Foundation with the return of dollars collected via leases. Additional funding has been secured from One-Stop grant dollars ($130,000) from the Department of Labor and Technical Assistance grant dollars ($100,000) and is used to help other areas who want to develop a one-stop system. The Technical Assistance grant application was a three-county effort (Waukesha, Milwaukee and Kenosha).

The following funds were available to finance the project:

Description	Budget	Actual
Waukesha County's contribution	$500,000	$500,000
WCTC's contribution	$500,000	$500,000
WCTC's reimbursement for furniture purchase	$ 0	$141,151
Waukesha County's reimbursement for furniture purchases	$ 0	$133,076
Firstar loan	1,355,000	$1,355,000

By not including landscape and furniture costs with capitalized building costs, a necessary cost savings arrangement was provided to the facility's tenants. It allowed the master lease holders to retain ownership and allowed cost recovery from state and federal funding sources over a shorter time period. It also allowed agencies to avoid debt charges of leasing furniture at a rate much higher than the cost of capital (7% vs. 4.755%). The reduced building capitalization requirements also allowed shorter lease commitment for tenants and resulted in reduced financial risk. Each master lessee would purchase his/her own furniture with WCTC and the County purchasing furniture for other sublease agencies and including cost recovery in sublease agreements.

Waukesha County's funding of drop-in day care center	$ 0	$ 25,000
Total funds available	$2,355,000	$2,654,227

CONSTRUCTION

A major benefit of the Foundation owning the building was its capability to function as a private sector organization. It was concluded that the most appropriate construction delivery method would be a modified design-build contract. To accomplish that, the Foundation--with the guidance of WCTC's Facilities Department--developed conceptual plans and outline specifications with performance criteria. A Request for Proposal was forwarded to five pre-qualified design-build teams located in the metropolitan area. Responses were evaluated, and a final contract was negotiated with the Berghammer Corporation of Butler, Wisconsin. WCTC's Director of Facilities served as the Foundation's Project Manager and provided on-site management of the Berghammer contract and other related contracts including the furniture. The Center houses 110 employees from nine agencies. The building includes a common reception area, a career assessment area, classroom space for training and group activities, a job information

area, a child drop-off facility for temporary use by parents in need of services, space for employer interviews and seminars, common staff meeting rooms, and space jointly used for mailing, copying, and other administrative functions. Individual work stations are arranged on a functional basis so that staff from various agencies can work together on similar tasks.

The following costs were incurred as a result of the construction of the Center:

Description	Budget	Actual
Construction contract with Berghammer	$2,000,000	$1,860,227
Additional construction costs	$ 156,000	$ 198,771
Start-up costs	$ 130,000	$ 60,400
Furniture and equipment costs	$ 356,000	$ 422,572
Construction Interest Cost	-0-	$ 18,019
Total funds needed	$2,642,000	$2,559,989

WORKGROUPS

As part of the Management Team's commitment to making the Center's design, operation, and service delivery system responsive to both the internal and external customer, multi-agency workgroups were formed about nine months prior to move time to address the following issues:

♦Integrated Services to Job Seekers: Prior to building occupancy, this group focused on system design and customer flow issues. Some of the activities included profiling customer service needs and expectations; collecting data on client volume; designing the reception area to handle client flow; developing a client flow and referral process; and considering appropriate customer service measurement tools.

After locating at the Center, this group turned its focus to developing and implementing customer feedback surveys; monitoring service provision to assess strengths and weaknesses; developing and implementing customer service training for receptionists; and identifying other training needs.

♦Integrated Services to Employers: Much of this team's work was done prior to co-location and focused on the use of a common automated job order system and the design and use of an employer informational database; development of policies and procedures for standardizing the processing of job orders; development of an employer relations team which would function in a united fashion using an account representative system for contacting employers; and design and distribution of an employer-focused newsletter.

A subcommittee of this team was established to deal with the marketing of the Center to employers and the general public.

All agency staff networking sessions were conducted prior to January 1995. Agencies provided information on their goals and services and had the opportunity to meet each other which was very helpful in building staff rapport and awareness. "Coping with Change" training was also provided to all staff with the Management Team.

WORKFORCE DEVELOPMENT CENTER EMPLOYER SERVICES

*Employer Relations - Employer Services Team for Coordination and Delivery of Services
- Customer Services Feedback System

*Training Services - Needs Assessment
- Customized Training
- Job Analysis
- Financial Incentives

*Consulting Services - Needs Analysis
- Planning
- Personnel Systems
- Labor/Management Initiatives

*Economic Development - Revolving Loan Fund
- Community Preparedness Program
- Marketing
- Technical Assistance
- Business Location Assistance

*Employment - Job Order Servicing
- Assessment/Testing
- Applicant Referrals and Placement
- Job fairs

*Support Services
- Labor Market Information
- Transportation
- English as a Second Language

♦Customer Service: This group focused on developing a customer service philosophy for the Center. This group worked closely with the Integrated Services to Job Seekers team to develop customer service standards.

♦Building Environment: The primary objective of this team was to select colors and furnishings for the Center. In addition, they presented recommendations on the following items: dress code; office space decor and maintenance; purchase of common items, such as clocks, pictures, consumable supplies, picnic tables, coat racks, etc.; name badges; and rules governing food and beverage consumption and other environmental-related issues.

This team eventually evolved into a building operations committee which was empowered to handle staff concerns related to the work environment.

♦Shared Services: Prior to co-location, this team worked on identifying areas where cost savings could be realized through bulk purchasing, joint purchasing, or leasing of common office supplies and equipment; the design/layout of the copier and mail rooms; and establishing a joint contract for vending services.

♦Community-Based Organizations: This team met with community-based organizations (CBOs) to address the following issues: how CBOs could be involved in the Center; how CBO information would be disseminated at the Center; how Center information would be disseminated among CBOs; what level of coordination on employment and training-related issues would be best; and how client referrals could be expedited among community and Center-based agencies.

♦Move Coordination: Team members were responsible for making sure their respective agencies had adequately prepared for the move to the Center. A checklist covering ten different moving-related items was developed and used to ensure a smooth transition.

♦Management Information Systems: Computer-literate people from most of the member agencies worked to identify a common network for the Center; compatible software and hardware; and key data elements for the creation of an employee and jobseeker database.

♦Future Technologies: The mission of this team was to facilitate the integration of future technology in the Center based upon staff and client needs. Their main goals were to identify standards for the acquisition and integration of developing technology within the Center; explore new technologies, applications, and benefits; identify and recommend training and ongoing support; and explore the latest audio-video technology for use in communicating information to customers in the reception area.

♦Employee Skills Bank: This team surveyed all staff members to assess what special skills people might have, i.e., bilingual, signing for the deaf, CPR, musical, etc. The intent was to compile the information into a resource directory for the Center. This group also put together staff skits for the all-staff meetings.

♦Newsletter: A staff newsletter was created prior to co-location as a means of sharing information on the progress being made. It also served as a vehicle to communicate information about each partner agency. The newsletter is now used to cover events happening at the Center.

Each workgroup included a member of the Management Planning Team who provided assistance in the formulation of the mission statement; the development of effective meeting skills; and the acquisition of resources to help the group complete its tasks. The workgroups kept minutes of their meetings, which were used to keep everyone informed of the progress being made. Recommendations were forwarded to the Management Team for appropriate action. Multi-agency workgroups provided a very effective means for dealing with Center issues and served to become the foundation for the development of strong working relations amongst Center staff.

INDIVIDUAL AGENCIES TAKE UNIQUE LEAD ROLES IN THE CENTER:

WISCONSIN JOB SERVICE

Mission:
- ♦Labor exchange: matching job seekers with jobs
- ♦Labor market information
- ♦Veterans' employment and training needs

A new feature in Job Service is the new JobNet interactive touch-screen computer system which allows the general public to directly access jobs. This technology gives people a menu of WDC services and allows them to register on-line. Job Service has the main responsibility for ensuring coverage of the reception area with a team of partner staff. They staff the self-service job information area and also administer the GATB test. There are 31 Job Service employees located at the WDC. A benefit of the integration for Job Service is that they have direct access to all the other support and training services. In the past, their clients had to be sent across town to access these services.

PRIVATE INDUSTRY COUNCIL

Mission:
- ♦Administrative agency for Job Training Partnership Act funds in a three county area.
- ♦Oversees funds for economically disadvantaged persons, dislocated workers, summer youth programs, older workers and other disadvantaged groups.
- ♦Subcontracts delivery of these services to Kaiser, La Casa de Esperanza and AFL-CIO.

The Private Industry Council (PIC) employs 13 staff at the WDC. Since the PIC coordinates a lot of its planning and services with other agencies, being in one place is a big asset and allows them to communicate and resolve problems quickly. The PIC took the leadership in providing staff to develop a common computer information system and coordination of a unified marketing approach to area businesses.

WAUKESHA COUNTY HUMAN SERVICES DEPARTMENT

Mission:
- ♦Determines eligibility for AFDC, Medical Assistance and food stamps for those in need.
- ♦Deals with all able-bodied persons who may, now or in the future, be required to participate in a work program through Kaiser or other agency. (The aged and disabled cases are handled at the Waukesha Office).

There are 27 employees located at the WDC. The benefit of integration for the Human Health Services Department is that clients can see their economic support specialist and their work program specialist at the same time. Before they were in two different locations. This means clients can register for work programs and go through the evaluation and assessment sooner. Ultimately, they will get back in the workforce sooner. Clients get access to the job service computer and other amenities at the Center. Staff now see themselves as part of the solution by being at the WDC.

WAUKESHA COUNTY TECHNICAL COLLEGE

Mission:

- ♦Provides services of the Career Center such as career guidance activities, career planning workshops, resume and interviewing skills help and labor market information.
- ♦Serves as testing site for ASSET, high school equivalency diploma and GED, as well as apprenticeship testing and contracting fire fighter and police testing.
- ♦Offers graduates and students help in securing internships and permanent employment through Employment Opportunities and Co-op departments.
- ♦Provides customized services for area companies through the Center for Business and Industry Services.

WCTC employs 27 staff at the WDC. A benefit of the integration is that the WDC concept de-centralizes services so customers are not steered to a particular agency but to wherever specific needs can be met. There's a better and more unified flow of information which greatly benefits customers.

WAUKESHA COUNTY ECONOMIC DEVELOPMENT CORPORATION

Mission:

- ♦Promotes Waukesha County for business development - markets to businesses outside of area and works with existing companies to expand locally.
- ♦Offers a comprehensive inventory of commercial and industrial land and buildings, long-term fixed rate gap financing through revolving loans and information on labor force demographics, employment, and training.
- ♦Non-profit corporation with a 27 member board consisting of business, education and government representatives.

The Waukesha County Economic Development Corporation (WCEDC) is staffed by four employees at the WDC. A benefit of the integration is that WCEDC is housed where information about the availability of the workforce is readily accessible. In this location, WCEDC can help ensure the focus of the Center is on helping companies find qualified people. The Operations Manager and her administrative assistant for the Center are now employed through this entity.

PARTNERS FOR EDUCATION

Mission:
- ♦Identifies, creates, promotes and supports partnerships between K-12 schools and employers such as teacher externship, job shadowing, speakers, tours, mentors, etc.

Partners For Education is staffed by two individuals at the WDC. A benefit of the integration is that the WDC serves as a link between employers and schools to ensure a quality workforce for the future. This connection provides an influence earlier in the workforce cycle.

KAISER GROUP

Mission:
- ♦Provides employment and training services to Job Training and Partnership Act populations such as dislocated workers, economically disadvantaged, at-risk youths
- ♦Provides programming under JOBS (employment and training program for AFDC recipients)
- ♦Offers employment and training programs for general assistance and food stamp clients
- ♦Provides workshops which cover motivational development issues, job search skills, resume development, interviewing, etc.

Kaiser is staffed by 18 employees at the WDC. The integration benefit for Kaiser is the physical co-location where they can "walk" a person to an area like the WCTC Career Center and show them the options.

LA CASA DE ESPERANZA

Mission:
- ♦Provides Hispanic community with social and economic opportunities. Offers employment and training function through WDC. Other services such as ESL, home buyer program, early childhood intervention, etc., still provided at main office in Waukesha.

La Casa is staffed by three employees at the WDC. A benefit of the integration is that they are able to work closely with all the agencies and can promote the Center as a whole.

AFL-CIO

Mission:
- ♦Works with dislocated workers from union represented shops which are affected by mass layoffs or plant shutdowns to find job training opportunities.

The AFL-CIO is staffed by three employees at the WDC. A benefit of the integration is that it provides a full one-stop center, so people are no longer running all over town to secure services.

ECONOMIC ASSISTANCE

The Management Team looked at the County's current recipients of economic support programs and determined that in order to achieve local success and enhance the image of the Workforce Development Center as a Center that welcomes all citizens, the able-bodied, employment-seeking recipients of economic support programs would receive those services at the Workforce Development Center. All economic support programs from intake through benefit issuances for able-bodied recipients are administered at the Workforce Development Center. Disabled and elderly citizens continue to receive economic support services by the Waukesha County Department of Health and Human Services. Issues to be considered to ensure an excellent workforce for the 21st Century were:

- ♦Upgrading Incumbent Worker Skills
- ♦Essential Skills - New Workforce Entrants
- ♦Regional Cooperation
- ♦Cultural Diversity Training
- ♦Work Ethic
- ♦Child Care
- ♦Career Counseling/Testing/Assessment
- ♦Job Search Assistance-Job/Applicant Matching
- ♦Temporary Support Services
- ♦Transportation
- ♦Housing

Because of the integration of functions at the Center, customers are only aware of one thing when they walk through the front door--all job seekers with whom they come in contact with at the Center are, like them, somewhere on the road to employment and wear no predetermined labels. The management team's purposeful integration and de-emphasis of which customers might also be recipients of economic support benefits results in a new view of the temporary nature of the economic support programs. The recipient now views economic support as short term on the person's quest for self-sufficiency and has created an environment that welcomes a wide diversity of people who are respected and empowered to dream and accomplish their goals.

A person applying for economic support programs at the Center is expected to participate in the Center's services. A Centerwide management information system was developed with a local Community Development Block Grant to agencies, regardless of agency affiliation. Computer linkages to the Waukesha County Department of Health and Human Services allows for expedient communications among Health and Human Services staff at several sites.

A private agency that is jointly contracted and funded by the Waukesha County Department of Health and Human Services and the WOW Private Industry Council has located staff in the Center to provide case management and placement services for JTPA (Job Training Partnership Act), JOBS (Job Opportunity Basic Skills), and General Relief participants. Co-location of this agency is extremely important to low income customers

in reducing transportation costs and actually shortens the length of time recipients receive economic support benefits.

The Workforce Development Center was recently acknowledged as a national model for "one stop" service delivery systems. The Center, in collaboration with two other sites in southeastern Wisconsin, was the recent recipient of one of ten Department of Labor Learning Lab grants. The purpose of the grant is to provide technical assistance to other communities around the country who are in the process of developing a Workforce Development Center. In addition, a planning and implementation manual is being created to assist others as they make plans to address their community Workforce concerns. To date, over 100 visitors have received technical assistance and many other requests for information are received on almost a daily basis.

APPENDIX A

WDC PLANNING AND

IMPLEMENTATION TIME LINE

December, 1991	Initial discussions concerning a job center--Job Service, JTPA, and WCTC.
Spring, 1992	More agencies become involved, most importantly Waukesha County.
August, 1992	Workforce Development Summit sponsored by Waukesha County Economic Development Corporation, Partners for Education, Inc., Wisconsin Electric Power Company and IBM Corporation
December, 1992	Memorandum of Understanding for a Workforce Development Center was signed by eight agencies and organizations.
Spring, 1993	Agreement on the scope of services to be provided was agreed upon.
Fall, 1993	Agreement on the location was agreed upon.
Winter, 1993-94	Agreements were finalized concerning facility ownership, leasing, financing, and building specifications.
May, 1994	Construction of facility.
Spring/Summer, 1994	Formalization and documentation of operating policies and procedures occurs.
December, 1994	Occupancy of the facility.
January, 1995	Begin full operations.

APPENDIX B

WORKFORCE DEVELOPMENT CENTER
FINAL COST ANALYSIS

REVENUES	BUDGET	ACTUAL	VARIANCE
Loan Proceeds (10 year, 7%, secured by 3 leases)	1,355,000	1,355,000	0
Donations	1,000,000	1,000,000	0
Drop-in Center Funding Grant	0	25,000	25,000
Subtotal	2,355,000	2,380,000	25,000
Interest (not including June money market)	0	16,839	16,839
Furniture Reimbursement	356,000	374,798	18,798
TOTAL REVENUES	2,711,000	2,771,637	60,637
EXPENDITURES			
Construction	2,156,000	2,058,998	97,002
Start-up Costs	130,000	60,400	69,600
Furniture	356,000	442,572	(66,572)
Construction Interest Cost	0	18,019	(18,019)
TOTAL EXPENDITURES	2,642,000	2,559,989	82,011
NET PROCEEDS	69,000	211,648	142,648

ONGOING OPERATIONS	
Janitorial	30,800
Maintenance	30,800
Security	4,000
Utilities	55,568
Building Insurance	2,000
TOTAL ONGOING OPERATIONS	123,168
ONGOING FUNDING	
Rent (30,792 sq. ft. x $11/sq. ft.)	338,712
Mortgage payment ($6 sq. ft.)	(184,752)
Management fees ($1 sq. ft.)	(30,792)
Ongoing Operations ($4 sq. ft.)	(123,168)
TOTAL ONGOING FUNDING	0

APPENDIX C

WORKFORCE DEVELOPMENT CENTER RESOURCES

Daniel M. Finley
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Waukesha County
1320 Pewaukee Road, Room 320
Pewaukee, WI 53188

Tel: (414) 548-7902
Fax: (414) 548-7913
Internet: None

Richard T. Anderson, Ed.D.
President
Waukesha County Technical College
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Pewaukee, WI 53072-4696

Tel: (414) 691-5201
Fax: (414) 691-5593
Internet: RAnderson@waukesha.tec.wi.us

Beth Hicks
Operations Manager
Workforce Development Center
892 Main Street
Pewaukee, WI 53072

Tel: (414) 695-7990
Fax: 695-7902
Internet: None

APPENDIX D

DATA FROM JANUARY 1995 THROUGH OCTOBER 1995

9,433	People who were registered with JobNet used the Workforce Development Center in this 10-month period
7,234	People secured employment after receiving some type of service from the Center during this same 10-month period
5,019	Visits were made to the Career Center since March 1995
2,541	Visits were made to the Job Search Network Room Sessions
80	Job Orders on average per week were received by JobNet from Employers
1,200	Active Job Orders are registered with JobNet at any given time
3,930	Job Orders were received by the WCTC Employment Opportunity Center
450	People on average access the Job Information Center per week
2,116	Visits were made to the Drop-in Child Care Center

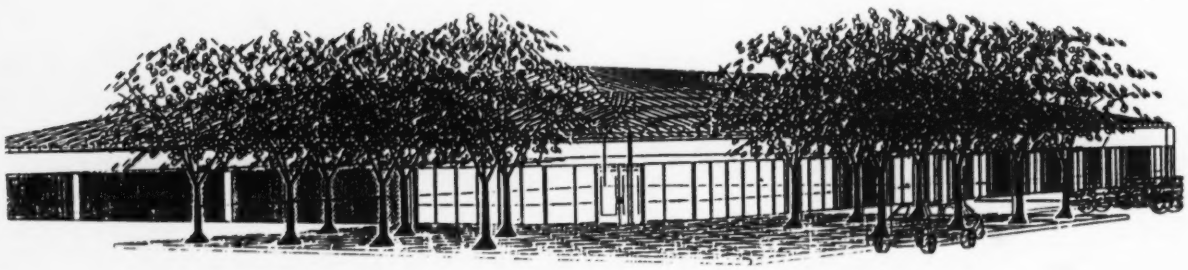
APPENDIX E

ANNUALIZED ACTIVITY DATA FOR WDC FOR THE YEAR 1995

PEOPLE	#	FACTOR	ANNUALIZED
JobNet registrations	9,433	12/10	11,320
Placements/employment	7,234	12/10	8,681
Career Center Visits	5,019	12/8	7,529
Job Search Network Room Sessions	2,541	12/8	3,812
JobNet employer orders (per week)	80	X52	4,160
JobNet active job orders	1,200 average active orders		
WCTC Employment Opportunity Center job orders	3,930	12/10	4,716
Job Information Center access	450	X52	23,400
Child Care Center visits	2,116	12/10	2,539

APPENDIX F

Following is a ground level computer generated sketch of the Waukesha County Workforce Development Center as seen by customers entering its main entrance on the Pewaukee Campus of Waukesha County Technical College. On the opposite page is a top view diagram of the Center with the entrance to the main reception area in the upper right hand corner.



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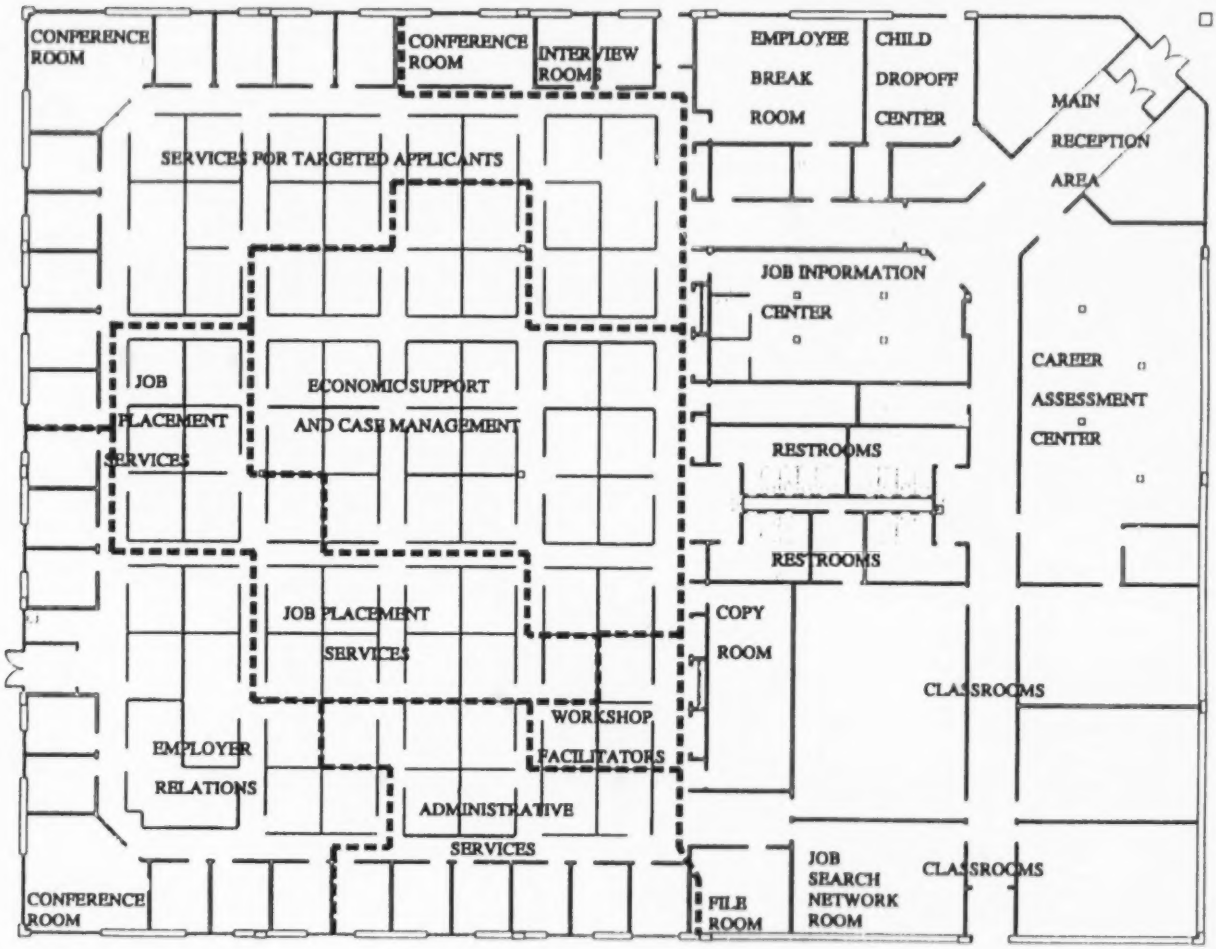
WORKFORCE DEVELOPMENT CENTER

(Functionally Integrates the Services of 9 Agencies & 110 Employees)



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